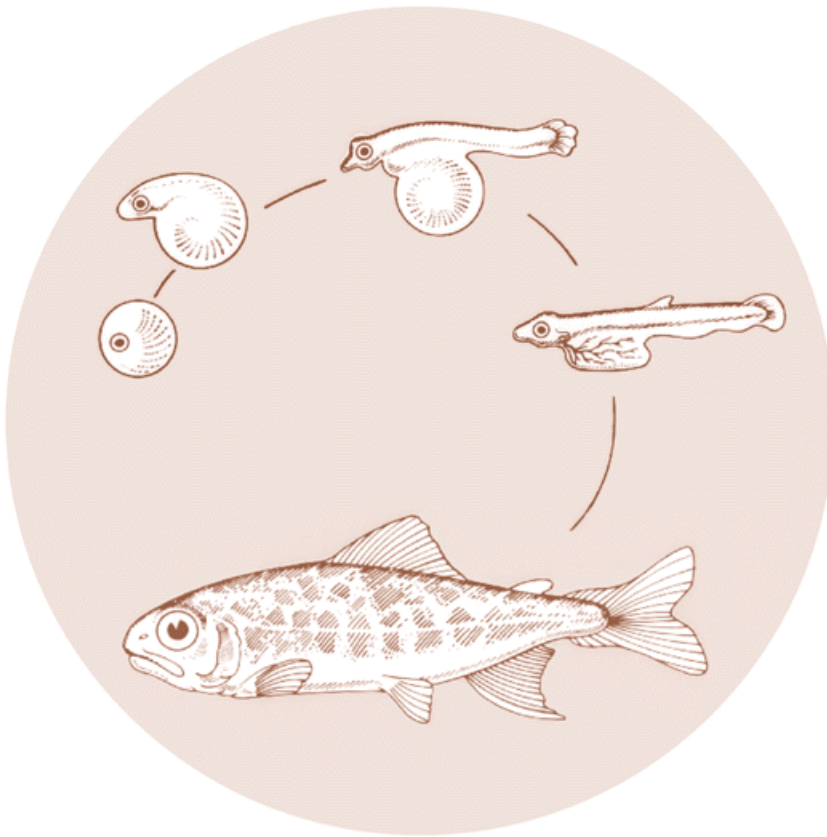


April 1990

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

Retreat Proceedings



DOE/BP-01830-6



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HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

Retreat Proceedings

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April 1990

PREFACE

This report summarizes a retreat held for the Hatchery Effectiveness Technical Work Group (HETWG). The objectives were to improve the effectiveness of the Technical Work Group (TWG) through developing procedures for its operation, and to develop an action plan for revision of their current research plan.

The HETWG is one of five groups chartered by the Northwest Power Planning Council (NPPC) to provide expert technical advice on research needs related to the NPPC's goal of increasing anadromous fish runs in the Columbia River Basin. The HETWG is responsible for developing a five-year research plan to improve the effectiveness of existing anadromous fish hatcheries in the basin.

The retreat was sponsored by the Bonneville Power Administration, who requested the assistance of the Pacific Northwest Laboratory to help plan and facilitate the meeting under an intraagency agreement. The retreat was held at Salishan Lodge in Gleneden Beach, Oregon, on January 9-11, 1990. The 10 members of the HETWG and several of their supervisors and invited observers were present.

SUMMARY

The Hatchery Effectiveness Technical Work Group (HETWG) met in a retreat on January 9-11, 1990, to address ways in which to improve their effectiveness by developing explicit procedures for the group's operation and to develop an action plan for revision of their current research work plan.

The role of the HETWG was narrowly redefined as providing expert technical advice to the Northwest Power Planning Council on matters related to research to improve the operations of existing fish hatcheries in the Columbia River Basin. This represented a return to the original charter of the group, and helped resolve many frustrations that members had experienced as their advisory role expanded.

Products of the retreat included a draft set of HETWG bylaws that established decision-making processes and summarized current understanding of roles, goals, and procedures. A draft action plan and schedule were developed for revising the current research work plan. Action items were identified, and HETWG members agreed to consider implementing these items at their next regular meeting.

HETWG members, observers, and facilitators believed the retreat was successful in attaining its objectives. At the end of the retreat, attendees concluded that the HETWG can function effectively as a unit and can influence future research efforts.

ACKNOWLEDGMENTS

Design, planning, facilitation, and reporting activities related to this retreat were assisted by many people. Jerry Bouck identified the retreat as a potential way to assist the Hatchery Effectiveness Technical Work Group (HETUG) in carrying out its mission, and he initiated the effort. Bob Austin managed the task for the retreat. In addition to Jerry and Bob, Alan Ruger, Mike Cuenco, and Bob Smith served on the retreat Steering Committee.

Stan Mberly observed the retreat as an outside expert and commented on the research planning process. Wally Stucke, Mark Schneider, and Willa Nehlsen contributed to better understanding the role of the Technical Work Groups (TWGS) in the research planning process'. The staff at Salishan Lodge assisted with facilities, meal, and logistics arrangements, and provided candles when the fury of a coastal storm caused a power outage just before the retreat began. Susan A. Kreml and C. Dale Becker reviewed this manuscript. The participation by all the members of the HETWG and several of their supervisors was most important.

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INTRODUCTION

This report is a synopsis of a retreat held by the Hatchery Effectiveness Technical Work Group (HETWG) on January 9-11, 1990, at Salishan Lodge in Gleneden Beach, Oregon. It provides a brief description of the content and process of the retreat and gives a summary of the results of the meeting. The primary objectives of the retreat were to improve the effectiveness of the group by developing explicit procedures for its operation, and to develop a plan for revision of the current five-year research plan.

The two primary tangible results were 1) a draft set of bylaws for the group, and 2) an action plan and schedule for revising the current research plan. Intangible results included resolution of several sources of frustration that had blocked the effectiveness of the group and an increased sense of the group's opportunity to improve the effectiveness of hatchery research.

The Bonneville Power Administration (BPA) sponsored the meeting, which was organized and facilitated by staff of the Pacific Northwest Laboratory (PNL). A steering committee composed of the incoming chair, the outgoing chair, and BPA and PNL staff planned the retreat and prepared draft materials for use in the meeting. PNL conducted preretreat interviews with members of the HETWG to evaluate perceived forces affecting the group's ability to complete its assigned task.

The evolution of fishery research planning for the Columbia River Basin today provides a necessary background to understanding the issues facing the HETWG at the retreat. The Northwest Power Planning and Conservation Act of 1980 (Public Law 96-501) established the Northwest Power Planning Council (NPPC) and mandated that they develop a program to protect and enhance fish and wildlife resources in the Columbia River Basin and mitigate for resource losses caused by hydroelectric development.

The NPPC amended their original Fish and Wildlife Program in 1987 (NPPC 1987) to provide additional coordination and planning of research related to the goal of increasing salmon runs in the Columbia River system. The revised program established four Technical Work Groups (TWGs), each charged with advising the NPPC on research needs related to one identified priority area for implementing the fish restoration program.

As chartered in the amended program (NPPC 1987), the TWGs were to develop, for NPPC approval, a five-year research plan that identified and established priorities for research in their respective areas of responsibility. The HETWG was charged with exploring methods to substantially increase and improve production at existing fish hatcheries within the next 10 years.

The HETWG includes representatives of state and federal fishery management agencies, tribes, utilities, the U.S. Army Corps of Engineers, and the BPA. The HETWG first completed a five-year research plan that identified specific research needs and priorities (HETWG 1987). After approval of the plan, the NPPC asked the HETWG to provide additional planning assistance to BPA in developing refined technical descriptions of the proposed research plan that could be used to develop statements of work for specific projects.

Together with the Columbia Basin Fish and Wildlife Authority (CBFWA), the BPA has designed an annual implementation planning process (IPP) to help translate the language of the Fish and Wildlife Program into specific projects and tasks (BPA 1988). The IPP is expected to involve many members of the TWGS in the scoping and evaluation phases of project implementation, but it will remove the TWGS, as established by the NPPC, from direct involvement in developing detailed work descriptions.

In mid-November 1989, the CBFWA, representing fishery agencies and tribes, moved to develop an alternative research planning process.¹ This alternative process is to supplement and complement the NPPC and BPA planning processes rather than replace them. Specific details have not yet been developed, but the CBFWA intends to have its standing committees develop research plans that its members would present to the TWGS. From the CBFWA perspective, this will eliminate some redundancy in planning activities and provide an opportunity for the agencies and tribes to develop a unified position on research and implementation needs. The process is also intended to link policy and technical aspects of the planning process.

The combined effects of 1) expanding the original HETWG charter, 2) involving the HETWG in the BPA IPP process, and 3) changing the CBFWA role left the HETWG members and retreat planners confused about the future role of the TWGS. We considered canceling the retreat or postponing it until the uncertainties were resolved. Several reasons for not delaying the workshop were apparent. First, the pool of technical experts to plan activities related to hatchery effectiveness is limited. Second, effective implementation of any plan will require cooperation of the fishery agencies and the tribes. Third, regardless of the organizational structure or charter, the same people who currently compose the HETWG will likely form the core of any alternative group. Consequently, the PNL and the BPA consulted with the NPPC and CBFWA and decided to proceed with the retreat, because the need for attention to group process and planning is particularly important during a transition period.

¹ Actions taken at November 16-17, 1989, meeting. Described in a letter from Jack Donaldson, Columbia Basin Fish and Wildlife Authority, Portland, Oregon, to Members of the Liaison Group, dated November 17, 1989.

All the HETWG members and several invited observers were present at the retreat (Appendix A). A draft agenda was presented to the HETWG in their October 1989 meeting. The agenda (Appendix B) began with a discussion to clarify the present role of the HETWG as agreed upon by NPPC, CBFWA, and BPA. The members discussed the potential contribution of the HETWG and sources of past frustration with their role and the process. Members then discussed and revised a set of bylaws and reached tentative agreement on their adoption. They also developed an action plan and schedule for revision of the existing five-year research plan. The following sections describe each of these items.

Mr. Stan Moberly, Past President of the American Fisheries Society, addressed the participants on their opportunities to influence development of the fishery restoration effort through hatchery research planning. He urged that the group view their work as producing either information or fish, but avoid confusing the two goals. By separating fish production goals at hatcheries from experimental goals, it is likely that the experimental results will be more meaningful. He suggested that confusing these two goals results in conservative approaches to research that limit its utility. He also recommended that the group plan in increments of a maximum of 5 years to provide concrete results within a reasonable planning cycle.

BACKGROUND

The HETWG operates in a complex environment composed of many planning and management bodies. Recent efforts to make the planning and implementation process more effective are creating change and uncertainty. This section of the report briefly describes the history of the HETWG and the current definition of its role in the planning process. It also provides an evaluation of the HETWG's effectiveness before the retreat.

THE HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

Agreement was obtained from staff of the NPPC, CBFWA, and BPA before the retreat that the role of the HETWG would be limited to serving as expert advisors to the NPPC. The HETWG's primary task is to revise the current five-year research plan and to assist in clarifying the contents of the plan. Although some or all of the HETWG may also serve in an advisory role to BPA as part of the IPP process and may provide input to the CBFWA planning process, none of the three agencies currently contemplates a major change in the organization or role of the TWGS.

Mr. Wally Stucke, a staff member of CBFWA who coordinates CBFWA's involvement in implementing the IPP process, presented a summary of the current IPP process, the current status of the CBFWA adjunct planning process, and the role of the TWGs in planning. Dr. Mark Schneider of BPA, who is responsible for implementing the IPP, responded to questions about the process as did Dr. Willa Nehlsen of the NPPC staff.

Mr. Stucke and Drs. Schneider and Nehlsen agreed that the role of the HETWG was limited to an advisory body of the NPPC for developing a five-year research plan. '(Figure 1 is an overview of the research planning and implementation process and indicates the role of the HETWG.) The HETWG would no longer be expected to participate in developing detailed project descriptions, although they may be asked to help clarify the research needs that they identified. All three acknowledged that HETWG members may be asked to serve on a scoping group for the IPP process. The scoping groups are expected to be designated in the next 60 to 90 days. In their capacity as members of the scoping group, members would be expected to be involved in more detailed project planning and evaluation. However, they would be involved under the auspices of the scoping group, not as members of the HETWG.

The CBFWA process, according to Mr. Stucke, is not expected to replace the TUG planning process, but will provide input to it. Member agencies of the CBFWA will support the CBFWA recommendations and instruct their representatives on the TWGS to support the CBFWA position. However, CBFWA members remain free to take alternative positions. The CBFWA's

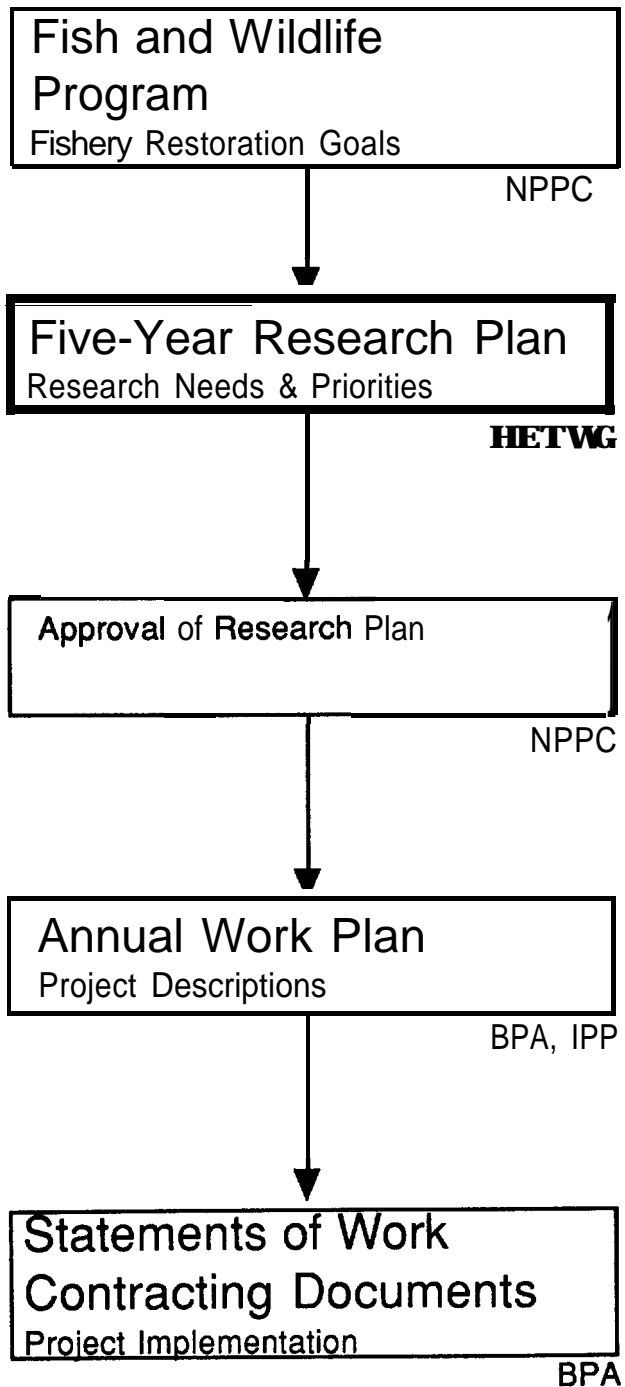


Figure 1. Hatchery Effectiveness Research Planning and Implementation Process. The body responsible for each step is indicated.

intent is to assist the planning process 1) by providing a broader frame of reference for planning, which considers research priorities relative to other needs, and 2) by providing policy-level support for a technically sound plan.

Mr. Robert Austin presented a summary of BPA's planned budget for fish and wildlife efforts as background information. Allocation of actual budget funds is expected to be conducted on the basis of technical merit of specific projects and their relationship to critical needs within the program. Dr. Jerry Bouck and Mr. Alan Ruger stated that it was PBA's position that the HETWG focus on planning goals and research projects needed to accomplish them rather than on the budget information, which is likely to change several times during the planning process.

PAST GROUP EFFECTIVENESS

PNL staff conducted telephone interviews with HETWG members in September and October to identify the forces influencing group effectiveness. The results of the interviews were summarized and presented to the HETWG for discussion at the retreat.

Several members mentioned the opportunity for the group to have an important influence on hatchery effectiveness research in the Columbia River Basin, the opportunity to actually accomplish something, and their pride in the quality of the existing plan. Most members wanted to provide input to the NPPC that was not restricted to research. They believed that available information and techniques should be implemented at existing hatcheries before many additional resources were expended on new research. They wanted to avoid exposing already small populations of particular races of fish to the risks involved in conducting experimental work when the results could be predicted with a high level of certainty. Hatchery improvement was not limited by a need for new research but rather by limited funding to implement what the experts believed were effective production techniques.

Beyond the limited scope of their charter, most HETWG members expressed frustration with "the process." Additional frustrations included lack of clear direction, changing directions, lack of information on PBA's budget, inability to complete action on agenda items, and insufficient support for the level of effort required to meet HETWG commitments.

Some members observed that the current five-year research plan is too general to be effective and that there was a need for technology transfer. They pointed out that geographic and jurisdictional differences in the Columbia River Basin created diverse needs that were difficult to address with generic research projects.

Many of the identified problems stemmed from the unclear and expanding role of the HETWG. The new understanding, that the role of the HETWG is

limited to advising the NPPC, helped narrow the focus of the group and clarified the tasks at hand.

In spite of understanding the narrow scope of the HETWG, members continued to be frustrated. Many argued that they already know what needs to be done to improve hatchery operations, and funding for implementation and capital improvements was more important than new research. One of their major frustrations was a perception that they lack a forum to communicate the importance of nonresearch issues to the NPPC. The group agreed to draft a letter to NPPC expressing their recommendation that implementation projects were more critically needed than were most research efforts.

THE RETREAT

This section of the report describes work at the retreat to develop an understanding of effective group process and to create a set of bylaws for the HETWG. It also describes development of a strategy for revision of the current five-year research plan.

THE GROUP PROCESS

The HETWG adopted interim working rules in 1989. Using these rules as a starting point, PNL staff drafted a set of bylaws for the HETWG with the assistance of the steering committee.

A video on "Team Building" (McGraw-Hill 1983) was viewed and discussed as a basis for developing procedures to be used by the HETWG. The draft bylaws were presented and discussed in detail and revisions were suggested by the group. A revised set of bylaws was provided to the group for review with their agencies. The revised bylaws are expected to be considered for adoption at the next regular HETWG meeting.

The proposed bylaws (Appendix c) establish goals, roles, and procedures for operation. They identify officers and a rotation method for selection of the chair, and establish decision-making criteria.

REVISION OF THE FIVE-YEAR RESEARCH PLAN

The HETWG considered the need for revising the current five-year research plan (HETWG 1987). After lengthy discussion of the pros and cons of revision, they decided unanimously to proceed. The long discussion may have helped HETWG members reconcile the costs of revision with potential benefits, and probably improved the quality of their decision to proceed by increasing commitment to the effort to revise the plan. Advantages of revising the current plan that they identified included opportunities to 1) incorporate learning from ongoing projects, 2) include missing elements, 3) clarify the current broad research goals, and 4) provide planning input to the IPP. Among the disadvantages identified were 1) the time and effort required, 2) the possibility that revision would parallel or duplicate IPP or CBFWA planning, and 3) the lack of a clear mandate from the NPPC to pursue such a revision.

The PNL presented a method for goal-directed strategic planning and assisted the HETWG in developing a plan for revision of the current five-year research plan. The group identified potential inputs to the revision process, including the current plan, reviews of ongoing projects in the Columbia River Basin, reviews of successful projects elsewhere, and the critical uncertainties identified in draft subbasin

plans.² A fall 1990 target date for completing the revision was set to allow for timely input to the IPP process.

Several steps were identified and charted to establish a logical process for efforts to revise the plan. Estimated times for each step were organized into a schedule that will be submitted to the NPPC for approval during 1990. The PNL provided a graphic illustration of the process (Appendix D) for consideration, and the HETWG agreed to consider it for adoption at their next regular meeting.

² Subbasin plans are being developed for streams tributary to the Columbia and Snake rivers and are presently under review by the NPPC. Each plan identifies objectives for anadromous fish production, potential limiting factors, and critical uncertainties for each subbasin. Drafts of the plans are available from the NPPC in Portland, Oregon.

RETREAT RESULTS

The participants' evaluation of the retreat is summarized in this section, which also includes a summary of action items that resulted from the retreat and conclusions that were reached by participants at the end of the meeting.

RETREAT EVACUATION

All participants and observers were asked to evaluate the retreat at its closing. Fourteen people returned the evaluation form. A tabulation of their numerical rating of the retreat and a summary of comments is included as Appendix E.

The evaluations indicated that the retreat objectives were fairly clear and that they were met. The design and facilitation of the retreat were considered to be helpful, and the accommodations were rated very high. Several persons commented that having materials available before the retreat would have helped them better prepare for the meeting. Overall, the evaluations were positive and indicated a successful meeting.

CONCLUSIONS AND ACTION ITEMS

At the close of the retreat, participants concluded that the HETWG can work successfully as a unit in the right environment, that the group has expertise and capacity for the task it faces, and that it has a lot of work to do. Most of the frustrations identified were handled during the retreat. The group believed it was helpful to narrow their focus, and that they need to continue to set specific goals and develop their own work plan. In addition, the planning and research role of the HETWG was clarified. Finally, budget information may continue to be a concern.

Several action items were also identified and agreed upon by the HETWG members. These included:

- . Draft a communication of the HETWG position on research and implementation projects. Bob Smith will draft a letter to the NPPC for consideration at the February HETWG meeting.
- . Consider adopting a process for revising the five-year research plan. Bob Smith will put the plan developed at the retreat on the agenda for the February meeting.
- . Develop a description of the facilitator role (the facilitator is an individual who may be appointed by the chairperson to moderate HETWG meetings). Alan Ruger will provide information to Bob Garrison. An ad hoc committee will be formed at the February HETWG meeting to draft a role description.

Consider adoption of the draft bylaws at the February meeting. Bob Smith will put this on the agenda.

The retreat apparently met its objectives of providing a forum for discussion of group process and development of an action plan for revising the current five-year research plan. We agreed with the members' conclusion that many frustrations were resolved during the retreat. However, there appears to be a continuing threat that the role and scope of work identified in the retreat may be expanded in the future. If that occurs, frustrations may return unless all parties explore the meaning of the revised role and clarify their expectations.

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Northwest Power Planning Council (NPPC). 1987. Fish and Wildlife Program Northwest Power Planning Council, Portland, Oregon.

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APPENDIX A

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

R E T R E A T :

ATTENDANCE LIST

APPENDIX A

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP **RETREAT PROCEEDINGS:**

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APPENDIX B

HATCHERY EFFICIENT TECHNICAL WORK GROUP
PROREAT MEETINGS:

RETREAT AGENDA

APPENDIX B

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP **RETREAT PROCEEDINGS:**

RETREAT AGENDA

**Salishan Lodge
Gleneden, Oregon
January 9-11, 1990**

Tuesday, January 9

11:30	Registration Open	(Longhouse)
12:30	Lunch	(Terrace)
1:00-5:00	Plenary Session Welcome and Introductions Research Planning Process Expected Outputs from HETWG Feedback and Discussion	(Longhouse)
5:00	Dinner	(Terrace)
7:00-9:00	Plenary Session Strategic Planning HETWG Mission Statement	(Longhouse)

Wednesday, January 10

7:00	Breakfast	(Terrace)
8:15-12:00	Group Process Retreat Procedures Effective Meeting Procedures HETWG Bylaws Expectations for Member Involvement	(Longhouse)
12:00-1:30	Lunch "The Opportunity to Enhance Hatchery Operations: An Outsider's View" - Stan Mberly	(Terrace)

Wednesday, January 10 (continued)

1:45-5:00 Strategy for Five-Year Plan (Longhouse)
Strategic Planning
Research Plan Goal
Action Plan for Revision of Research Plan

5:00 Dinner (Terrace)

Thursday, January 11

7:00 Breakfast (Terrace)

8:15-12:00 Plenary Session (Longhouse)
Adoption of Bylaws
Five-Year Plan
Unfinished Business
Retreat Evaluation

12:00 Lunch (Terrace)

APPENDIX C

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP
RETREAT PROCEEDINGS:

PROPOSED BYLAWS OF THE
HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

APPENDIX C

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP **RETREAT PROCEEDINGS:**

PROPOSED BYLAWS OF THE **HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP**

1. Membership. Membership of the Hatchery Effectiveness Technical Work Group (HETWG) shall consist of members approved by the Northwest Power Planning Council (NPPC). Membership is currently composed of representatives of:

Washington Department of Fisheries

Washington Department of Wildlife

Idaho Department of Fish and Game

Oregon Department of Fish and Wildlife

U.S. Fish and Wildlife Service

National Marine Fisheries Service

Columbia River Inter-Tribal Fish Commission

Pacific Northwest Utilities Conference Committee

U.S. Army, Corps of Engineers, and

Bonneville Power Administration.

Members shall be appointed by the agency they represent. A member or their agency may designate an alternate representative of his agency to act on behalf of the agency in the event the member is absent from a meeting.

2. Officers. Chairmanship shall rotate among the agency and tribal representatives in the following order:

National Marine Fisheries Service (1990)

Oregon Department of Fish and Wildlife

Washington Department of Fisheries

Idaho Department of Fish and Game

U.S. Fish and Wildlife Service

Washington Department of Wildlife

Columbia River Inter-Tribal Fish Commission.

In the event that the Chair does not complete their term, the next person in rotation shall become the Chair. The term of office shall be January 1 through December 31.

The Chair may appoint a Facilitator, Parliamentarian, and Recording Secretary in consultation with the HETWG members.

3. Duties of Members, Officers, Staff, and Representatives.

a) Chair. The Chair shall be responsible for calling meetings, recommending a meeting agenda, and conducting meetings. The Chair shall be responsible for ensuring that agenda items are consistent with the mission of the HETWG. The Chair shall be the spokesperson for the HETWG and shall communicate actions taken to the appropriate parties. The chair may establish and appoint members, with their consent, to ad hoc committees and charge them with specific actions.

b) Chair-Elect. The Chair-Elect shall assume the duties of the Chair in the absence of the Chair and shall assist the Chair as requested.

c) NPPC Observer. The Chair may request the NPPC Observer to advise the HETWG on relevancy and coordination issues, on the separation of technical and policy issues, and on consistency with the Fish and Wildlife Program. The NPPC Observer shall inform the HETWG of NPPC activities relevant to the business of the HETWG.

d). Recording Secretary. The Recording Secretary shall record attendance at meetings and record minutes of meetings and submit draft minutes to the members 10 days prior to the next meeting.

e). Coordinator. A Coordinator shall be supplied by the Columbia Basin Fish and Wildlife Authority (CBFWA). The Coordinator shall make arrangements for meeting facilities (time, place, logistics), and mail announcements of meetings to all members of the HETWG. The Coordinator shall inform the HETWG of CBFWA activities relevant to the HETWG, and serve as a coordination and communication link with other TWGs and planning activities. The Coordinator shall not be a voting member of the HETWG, and shall refrain from participation in technical discussions, report preparation, and work products.

f) Members. Members are expected to attend all meetings or to send a designated alternate, to be prepared to address the meeting agenda items

and to vote on their disposition, and to review draft meeting minutes and provide corrections in a timely manner. Members are expected to keep their agencies informed of HETWG activities, and to inform the HETWG of relevant activities undertaken by their agencies. Members shall serve, with their consent, on ad hoc committees as appointed by the Chair.

Members shall have technical expertise in hatchery operations.

4. Mission and Charter. The mission of the Hatchery Effectiveness TWG is to serve as technical experts to the NPPC for issues relating to improving the effectiveness of salmonid hatchery operations. The HETWG operates under the charter of the NPPC, as established in the 1987 Fish and Wildlife Program (Sections 206(b)(1)(c)(2-5) and 703(e)(1-3.5).

The HETWG shall develop and annually revise a five-year research work plan with the objective of identifying research and demonstration projects that are likely to substantially increase and improve hatchery production of salmonid fishes at existing hatcheries within the next ten years.

The HETWG shall concern itself with technical issues and not with policy issues. Technical issues include a broad range of research projects, such as basic research, applied research, and demonstration projects.

Demonstration projects are those that involve application of new methods or techniques with an appropriate experimental design to demonstrate the effectiveness of the improvement.

5. Rules of Order. The HETWG shall operate according to the principles of Robert's Rules of Order.

6. Quorum A quorum of two-thirds of the members or designated alternates shall be required to carry out the business of the HETWG.

7. Decision Making. Final action shall not be taken on new business unless members have had at least 1 week prior to the meeting to review the item or unless all members present choose to waive this rule for a specific agenda item

At the end of the allotted discussion time, or when all members have had an opportunity to speak, the Chair shall call for a vote on the question. One of the following actions shall be taken:

Approve the motion. A motion shall be approved if a simple majority of the members present cast affirmative votes.

Disapprove the motion. A motion shall be disapproved if it receives less than a simple majority of affirmative votes.

Table the motion to the next meeting. A motion to table consideration to the next meeting shall require a simple majority of members present.

8. Agenda. The Chair shall recommend an agenda for each meeting. The agenda shall include:

- a) Roll call and determination of a quorum
- b) Modification and approval of minutes of the previous meeting
- c) Discussion, revision, and approval of the agenda for the current meeting
- d) Information items
- e) Action items
 - i) Old business
 - ii) New business
- f) Process review
- g) Review action items
- h) Time and place for next meeting
- i) Adjournment.

Unless a majority of members present choose to extend the time for debate, discussion on each agenda item shall be limited to no more than 30 minutes. Each member who wishes to speak to an item shall be given an opportunity to do so.

9. Minutes. The Recording Secretary shall record minutes, which shall include a record of the meeting proceedings and all actions taken. The minutes shall include the date and location of the meeting, the time convened, a list of members present, members absent, and others present, the final approved agenda, and, for each agenda item a concise summary of the item, major discussion points, motions and the disposition of motions, and a list of action items and the person responsible for each one. For each vote, a record shall be kept of the members voting in favor, in opposition, or abstaining and any requests for additional review time. Minority opinions shall be recorded if requested.

10. Meetings. Regular meetings shall normally be held on the second Wednesday of the month, from 9:00 a.m. until 3:00 p.m. unless changed by the Chair in consultation with the members.

11. ~~Conflict of Interest~~. Members shall notify the chair of any conflict of interest that may arise and shall refrain from voting on related agenda items.

12. ~~Changes to Bylaws~~. These bylaws may be amended by a two-thirds vote of the total membership.

APPENDIX D

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP
PROCEEDINGS:_____

FLOW CHART FOR REVISION OF THE FIVE-YEAR RESEACH PLAN

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP
RETREAT PROCEEDINGS:

FLOW CHART FOR REVISION OF THE FIVE-YEAR RESEARCH PLAN

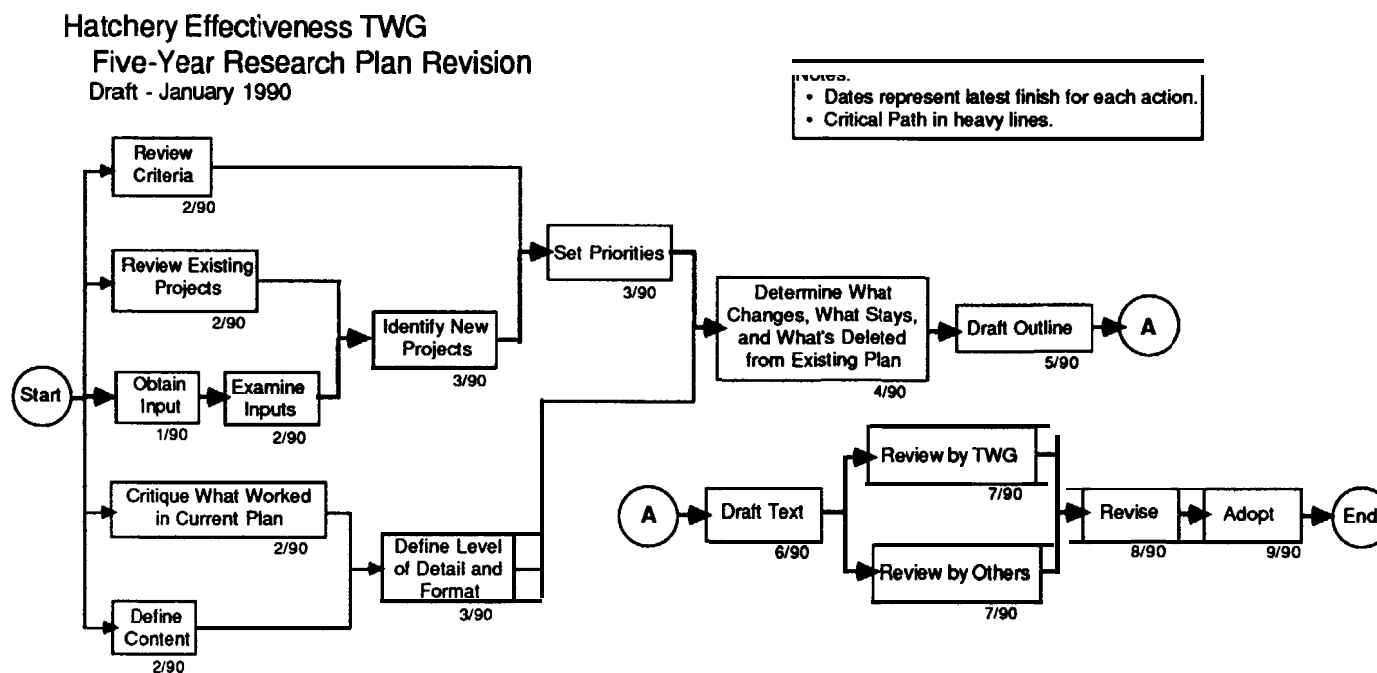


FIGURE D.1. Schematic to Illustrate the Critical Path for Revising the Hatchery Effectiveness Technical Work Group Five-Year Research Plan

APPENDIX E

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

R E T R E A T :

RETREAT EVALUATION

APPENDIX E

HATCHERY EFFECTIVENESS TECHNICAL WORK GROUP

RETREAT PROCFEDINGS:

RETREAT EVAL UATION

1. The objectives of the retreat were:

1	2	3	4	5
Unclear				Clear

Comments: *HETWG members' average response was 3.9; observers' average was 4.6. Comments indicated that the objectives were not clear at the start, but had become clear by the second day and that additional preretreat information would have been helpful.*

2. The objectives were:

1	2	3	4	5
Not met				Fully met

Comments: *HETWG members' average response was 4.1; observers' was 4.4. Comments indicated that relationships with the NPPC, IPP, and BPA were clarified; that expectations were not high, but were fulfilled: that the work was accomplished "with a minimum of bloodshed"; and that the objectives will be more fully met if the HETWG practices the processes presented.*

3. The retreat design and facilitation were:

1	2	3	4	5
Hindrance				Helpful

Comments: *Members' average score was 4.4. observers* was 4.6. Comments indicated that follow-on involvement by the facilitator would help keep the HETWG from falling back into bad habits, that the full-day session on Wednesday was too long, and that the facilitator could have taken a more proactive role at times.*

4. The accommodations (meeting rooms, lodging, meals) were:

1	2	3	4	5
Inadequate				Comfortable

Comments: *Members and observers scored this as 5 unanimously. Comments indicated that dinner should have been later to provide a break after*

the sessions, that it was desirable to hold meetings at a comfortable location. and that there should have been more free time for recreation.

5. The retreat would have been improved if:

Comments indicated that the facilitators should have been "more dynamic to pump the group up when it began to sag," that the retreat forum was a much more effective way to deal with process than are regular meetings: that more expertise in team building was needed: more demonstrations of how to conduct business effectively would help: that another retreat should be held in 2 years; that it should have been closer to an airport to facilitate transportation; that others involved in the process should have been present: that an agenda and participant list should have been provided before the meeting: that the members could have been better prepared: and that there should have been more informal time for exchanges of ideas.